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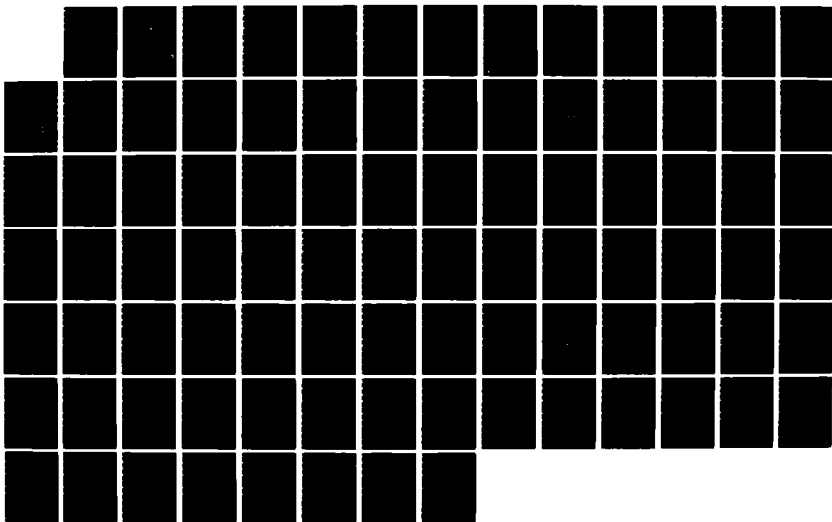
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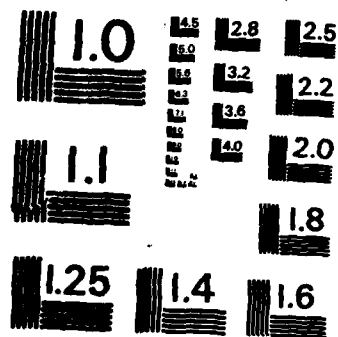
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AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT

A CAREER DEVELOPMENT GUIDE FOR
ADMINISTRATION OFFICERS

MAJOR RICHARD F. CARPENTER 86-048

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PREFACE

This guide was designed to provide valuable information to primarily new lieutenants in the Administration career field as they plan their careers. However, it could be quite useful for any one at any stage of their career. While there is no 100% guaranteed way to get to the top of both the job structure and the rank structure, there are certain things which, if not accomplished, will guarantee you will not make it! This guide then, is designed to help you look at your career from a long term perspective and identify what needs to be accomplished when.

You are the primary planner of your career. This simple fact will be repeated over and over because it is so important. Supervisors, commanders, and career advisors have lots of good ideas and some wonderful suggestions. But in the final analysis only you know what's good for you. This guide gives you the "system's" framework against which you can bounce your personal desires.

Can you make O-6 in the Admin career field? This question, and the answer with some recommendations from some administrators who did, serves as the overriding theme of this guide. Why? First, because it's a viable goal for every member of the officer corps. And secondly, it's important for this or any major goal to be identified early; begin striving NOW to attain it.

Does this guide contain all the answers? No, because there are so many ways you or anyone can build a successful career. The intent of this guide is to suggest what may work for you.

Preparation of this guide was not a singular effort. Special thanks goes to the following people for their important contributions: Major Larry Turner, the original author of this guide and my advisor for this project; Lt Col Gilbert Martin and Captain Norman Watson, HQ USAF/DA, for providing support data as well as guidance; and Major Lawrence C. Davis, AFMPC PALACE AD, for providing important support data. And most importantly, I thank my family for their understanding, as well as assistance and support in the preparation of this project.

ABOUT THE AUTHOR

Major Richard F. Carpenter received his Bachelor of Science Degree in Secondary Education, with a major in geography and social studies, from Lock Haven State College (Pennsylvania) in 1970. He obtained his commission through Officer Training School, Lackland AFB, Texas, in 1971, with a following assignment to Webb AFB, Texas, as an administration officer in an organizational maintenance squadron. In 1973 he was reassigned to Scott AFB where he held various squadron level assignments including administration officer for the 375th Transportation Squadron, section commander for the 375th Civil Engineering Squadron, and administration officer for the 1200 Support Squadron (in support of HQ MAC). In 1975 he was assigned to HQ MAC/DA as Assistant Chief, Administrative Communications Division. While at Scott AFB Major Carpenter obtained a Master of Arts Degree in Management from Webster College. In 1977 Major Carpenter was assigned to Osan AB, Korea where he was assigned as the Chief, Central Base Administration. From there, in January 1978 he had a follow-on assignment to HQ PACAF where he was assigned to the Directorate of Administration as the Chief, Administrative Communications Division. In September, 1979 he was assigned to Hickam AFB, Hawaii, as the Chief, Central Base Administration. Following that assignment Major Carpenter was assigned to the Deputy Commander For Airborne Warning And Control Systems (AWACS) at Hanscom AFB, Massachusetts, in 1981 as Chief, Administrative Division. In April, 1983 he was chosen to serve as the executive officer for the Deputy Commander. And in June of the following year he career broadened into the 27XX Acquisition Management career field as an acquisition management officer, and worked on the Saudi AWACS Program. In 1985 Major Carpenter was selected to attend the Air Command and Staff College at Maxwell AFB, Alabama. He has also completed ACSC by correspondence, and Squadron Officer School both in residence and by correspondence.


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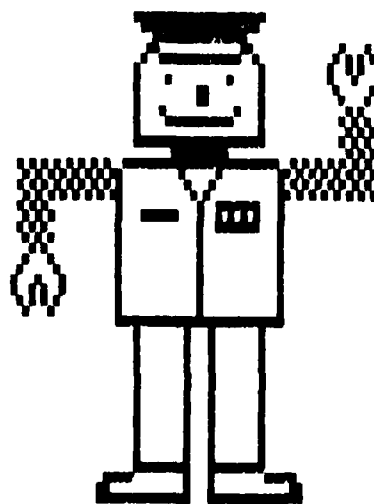
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CHAPTER ONE

INTRODUCTION



Chapter One

INTRODUCTION

Hopefully you've picked up this guide because you want to see what it takes to succeed as an admin officer in today's United States Air Force. Well, before you can reach any goal you have to know where you're going and how to get there. You'll soon realize, if you haven't yet, there are plenty of experts out there who will be glad to help you. In fact, through a lot of "war stories" they'll tell you how they made it, and suggest you follow their path to success. There's nothing wrong with learning from the experience of others. After all, that's what this booklet is primarily based upon. However, as you gain expert insight from all the experts you'll run into in a career, you'll soon realize their suggestions all have one recommendation in common - "Get out of admin and you'll go places; perhaps even make colonel." Well guess what? One of the best career fields in the Air Force is the one you're in. No joke. If you want to work at the top levels of command at an early age, do a variety of tasks daily and get involved in a variety of career fields as you progress through your career - Admin is it! And if your long range goal is to be promoted to the rank of colonel by the time you end your career, you can do that too. Don't believe it's possible? Please read on - you may be surprised at the possibilities.

WHY DO WE NEED A CAREER DEVELOPMENT GUIDE?

If you are new to the Air Force, and/or aren't sure what you need to do to progress, this guide is for you. It will give you important information that can help you intelligently plan and evaluate career opportunities. But it's important to realize you don't have to plan your career by yourself. Actually there are several players to help you. Here's the first (and only) test question: of the following, who is the most important player in the development of your career? Is it:

- a. PALACE AD?
- b. Your supervisor/commander?
- c. Yourself?
- d. None of the above?
- e. All of the above?

The correct answer is e. All three players in a, b and c have important roles in the development of your career. PALACE AD will tell you their number one objective is to manage the 70XX career field to meet the needs of the Air Force. A side issue to that is to supplement career development whenever possible. Though career development is a supplemental action, PALACE AD has a wealth of knowledge that can certainly enhance your career development. For instance, they know where the good jobs are, and when they are opening up. Your supervisor and commander also play key roles. Because of their rank, they can offer you the voice of experience on a number of issues concerning successfully advancing your career. The third important player is you. While the first two are concerned about you, you are not their primary interest. Certainly you are your number one concern, and this is as it should be. You know what you like to do and what you want to do. Probably your only problem is figuring out which jobs are available when and how to get them.

This guide will give you the information necessary to intelligently plan and evaluate career opportunities. Compliment this information with career development discussions with PALACE AD, your supervisor and your commander. Together they will contribute to your piecing together a career development plan that will move you up the rank structure of the Air Force. You'll do this while simultaneously working in different, challenging, and rewarding jobs that will directly support the Air Force mission.

A LOOK AHEAD

Briefly, here's an overview of the guide. Since it's important for you to understand your career field before we talk specifics, Chapters Two and Three will give you a numerical breakout of the 70XX career field, followed by a discussion of the typical jobs found in the Administration career field.

Chapter Four will discuss career broadening opportunities including command and special duty assignments.

Chapter Five will delve into educational opportunities including those within the career field, Professional Military Education (PME), and Advanced Academic Degrees.

Chapters Six and Seven will give you an important view of the personnel assignment and promotion systems.

Chapter Eight pulls the career development process together by summarizing what you should be doing when. This chapter will also offer some words of guidance from some people who made it to colonel in the Admin career field.

Chapter Nine will take a look at the future of the Administration career field. It will suggest you plan your career now to meet the needs of Air Force administration in the future.

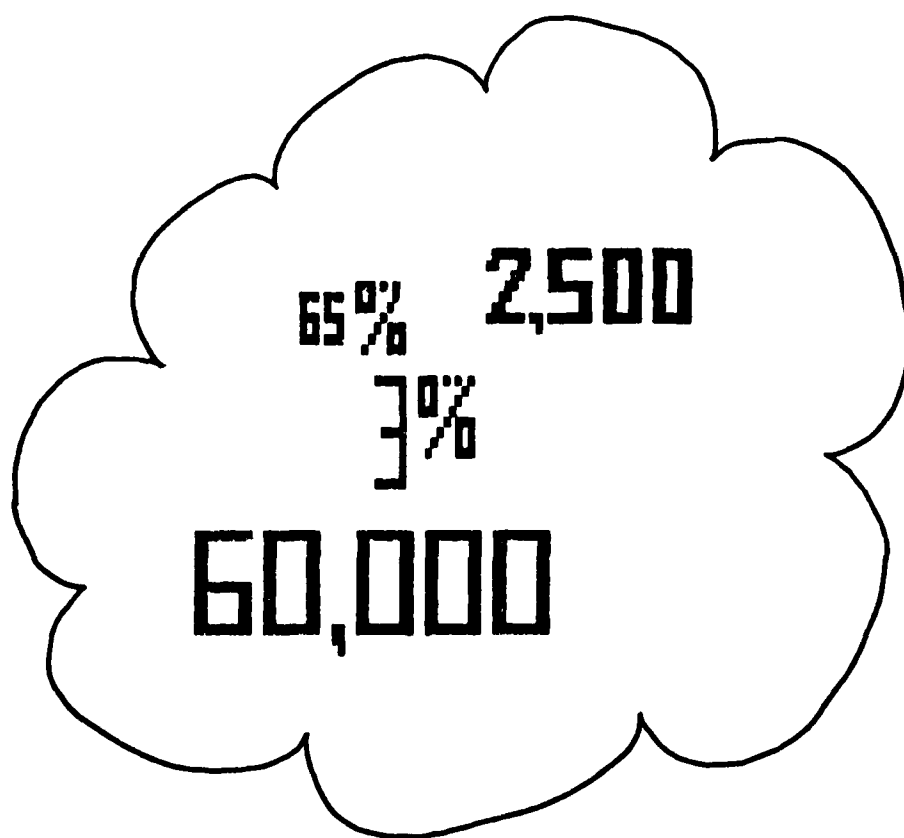
Chapter Ten serves as the summary to this career development guide.

EVERYTHING YOU WANTED TO KNOW?

No! This publication won't give you THE answer that will guarantee a successful career. But it will give you valuable information so you will be prepared to plan a career that will give you the greatest opportunity for success. It will also ensure you are aware of opportunities that should help you progress toward a successful career. This guide touches upon a lot of puzzle pieces which together form a career development plan outline. This is intentionally done without getting overly specific. For specifics you should review the references in the bibliography. Please use this guide as a tool to identify the pieces to your career development plan. Then begin piecing them together now to ensure a successful career throughout your Air Force future.

CHAPTER TWO

70XX SLOTS



I love numbers . . . they are rarely over two syllables, and you can forget them as soon as you read them because tomorrow they will change.

- L. Turner

Chapter Two

70XX SLOTS

INTRODUCTION

No one likes to be treated as a number. Good news that doesn't happen in the Admin career field. The PALACE AD folks want to work with you as an individual to help you meet your personal goals. But you should realize there are a number of admin slots (approximately 2500) into which you can be placed. This chapter presents some numbers on admin slots by rank, location, organization level, etc. This is done so you get an idea of how many admin slots exist in our career field. It also breaks out the varied opportunities available worldwide. But before proceeding, let's look at some figures that tell you how big Administration is in the Air Force.

People	Number
Enlisted	27,500
Officer	2,500
Civilians	30,000
Total	60,000

Table 2-1. People in The Administration Career Field.

Impressed? You should be. The Admin career field is the second largest in the Air Force. And 70% of the Admin folks are at base level. With this in mind, let's focus on the 2,500 officer slots that concern your career progression.

Authorizations By Grade

As you can see in Table 2-2, the career field is 73% company grade officers. This brings out one important point about 70XX officers. You get a lot of responsibility early in your career. While other lieutenants and captains in a unit often work several layers down from the commander, the 70XX officer often works directly for the commander. So on a base commander's staff as a base DA, for example, you could be at the same organizational level as majors or lieutenant colonels in other career fields.

Grade	Number Authorized	Percent Authorized
Colonel	41	2%
Lt Colonel	211	8%
Major	432	17%
Captain	1190	48%
Lieutenant	623	25%

Table 2-2. Grade Authorizations

Authorizations by Organizational Level

As you can see from the next table, most of the 70XX slots are at or below wing/base level. There are company grade positions at the higher levels, but they are limited in number.

Organization Level	Percentage
Wing/Base/Squadron	65%
MAJCOM	11%
Joint/Departmental	10%
NAP/AD	7%
SOA/Other	7%

Table 2-3. Organizational Level Authorizations.

This chart tells you that as you progress up through the rank structure and begin looking for higher level jobs with more

responsibility, the number of jobs available becomes fewer. So as you can imagine, trying to get the better jobs becomes more and more competitive.

CONUS and Overseas Authorizations

If you joined the Air Force to see the world, the Administration career field will give you ample opportunity to travel. While it's readily apparent that the majority of 70XX slots are in the CONUS, long and short overseas tours are available in sufficient number to ensure you get yours within a twenty year career!

Location	Percentage
CONUS	75%
Overseas-Long Tour	22%
Overseas-Short Tour	3%

Table 2-4. CONUS and Overseas Authorizations.

Authorizations By MAJCOM

So far in your career you've probably experienced only one command. Do you wonder who controls what slots? The following chart will tell you which commands, relatively speaking, have the largest number of slots and consequently the larger number of opportunities. For example, if you would like to be assigned to a northern tier base (those located across the northern boundary of the United States) and you know most of those bases are SAC bases, just look at this table and see if SAC has several or few admin positions. As you could probably guess without looking, SAC indeed has several. In fact they have the second highest number of positions - 15% or 375 slots. So you could conclude your chances of being assigned to your preferred area are greatly improved when you ask for something that's actually available.

Even though you can use such analysis, you'll soon realize gross numbers mean little. It really comes down to finding that one job that you need to further your career plans. PALACE AD will help you find it.

MAJCOM	PERCENTAGE
TAC	18%
SAC	15%
ATC	12%
MAC	11%
USAFE	11%
AFSC	5%
PACAF	5%
AFCC	4%
AFLC	2%
AAC,AU,ESC,SPACE COM ,each	1%

Note: None listed with less than 1%.

Table 2-5. Authorizations by MAJCOM.

SUMMARY

The above tables should have given you an overall view of the 70XX career field structure and distribution. You represent one of those numbers because you are filling an Admin slot, but you're not a number. As you continue through this guide hopefully you'll realize there are plenty of opportunities for you to do what you want in your career. The numbers above tell you the opportunities within the career field; there are others through career broadening. But more about that later. With these first two background chapters behind you, let's move forward and get into the business of developing a successful career.

CHAPTER THREE

ADMINISTRATION POSITIONS



**IT BEGINS
HERE...**

Chapter Three

ADMINISTRATION POSITIONS

INTRODUCTION

In this chapter you'll learn more about what you already know - Admin positions vary at different organizational levels. But it's important to realize the important similarities at each level. The basic squadron admin officer job in TAC is the same as the basic squadron admin officer job in PACAF. This is good news, because you can use your experiences as you PCS from one command to another to help you ease into the new environment. At the same time you serve as a catalyst to create a standard (hopefully of excellence!) for administration throughout the Air Force.

The following paragraphs will give you a brief description of the responsibilities and duties of the various positions. Please review these, realizing that they tend to be the minimum standard description of duty for a particular position. A brief commentary on additional duties is 'thrown in' to give you a feel for what you may expect, just as in reality additional duties are thrown your way to spice up your life.

UNIT LEVEL ADMINISTRATION POSITIONS

These positions are considered squadron level positions. More than likely you are currently in one of these positions. If you are beginning your career at base or higher level, don't feel that you can never go 'down' the organizational level scale. You need to learn the vitally important information available in the Administration career field from the enlisted admin specialist perspective. The supervisory experience you will gain at the squadron level is also very important. Make sure you grab one of these jobs.

Squadron Administration Officer

In this position you are responsible for all administrative support such as publication and files maintenance, orders preparation, classified information control, and typing support. Your section will also be involved in orderly room functions such as managing the leave program, meal cards, sponsor program, and Uniform Code of Military Justice (UCMJ) administration. You will be the interface for your unit with the Chief, Base Administration for special support needs in areas such as publications and forms, copiers, and duplication support.

Squadron Section Commander

One important benefit of being in the Admin career field is the fact you're given the opportunity to be a commander much earlier in your career than your officer peers. There are two types of section commanders - squadron and headquarters squadron.

Squadron section commanders are at squadron level. In addition to squadron admin officer duties, they are also authorized to handle the administrative burden for the functional organizational commander (security police, civil engineer, avionics maintenance squadron, etc.). This includes nonjudicial punishment authority under Article 15, UCMJ.

Headquarters squadron section commanders typically are at base level, and work directly for the base commander. They administer to personnel assigned to the combat support group and the staff offices of the deputy commanders for operations, resources, and maintenance. These jobs tend to be more complex because the people they administer to are not all functionally controlled by a single organizational/functional leader. Yet the headquarters squadron section commander must administer nonjudicial punishment to all enlisted personnel assigned to his or her squadron.

BASE LEVEL ADMINISTRATION POSITIONS

Executive Officer

This position is usually found at Wing/Base level and higher (Air Division, Numbered Air Force, MAJCOM, and Air Staff). Diversity is the key element of this position, as you can end up serving managers and/or commanders in almost any functional area and at any level. Your primary responsibility will be the operation of the office function by managing correspondence flow,

coordinating staff functions, and monitoring plans, programs, and projects assigned to the functional area. You're directly responsible for suspense control, records maintenance, travel arrangements, publication and forms requirements. Perhaps most importantly, you will be responsible for monitoring staff activities to ensure conformity with your manager's/commander's management objectives.

Base Administration Branch Chief

As a lieutenant 7034 officer, one of your early assignments may be as branch chief of one of the following functional branches. Let's take a quick look at each area.

Administrative Communications Division (DAA)

There are several branches within this division, with the most visible being the Base Information Transfer System (BITS). The Base Information Transfer Center (BITC) is responsible for the movement of all official correspondence on a base (AFR 182-2). BITS operates in a manual, mobile, and/or electronic mode. Manually, official mail could be moved within a large building using distribution personnel. Distribution trucks operate to deliver mail to action offices located around the base. And electronically BITS may transfer information over communication data terminals to agencies on or off base. DAA is responsible for the preparation, authentication and distribution of administrative orders (AFR 10-7) also. These include PCS, TDY, court martial, and administrative board orders.

The base locator is also in DAA (AFR 11-24). DAA is responsible for maintaining the base locator file and in complying with the Privacy Act of 1974. In addition, DAA is also responsible for creating clear and effective communications. This includes managing the Air Force Effective Writing Course and the executive dictation programs.

A document security section handles the distribution of accountable containers (classified packages for the most part). Additionally, DAA acts as the central point of contact for receipt and dispatch of containers via the Armed Forces Courier Service. Within the CONUS, DAA is also responsible for postal service center operations (AFR 182-2). This includes the processing of personal mail and maintaining a liaison with the Military Postal Service Agency, the US Postal Service, and private delivery service representatives. DAA is tasked with maintaining the integrated addressing system to include the AF Directory of Unclassified and Classified Addresses (AFR 10-4), and the AF Standard Functional Address System (AFR 10-6). In the

NATO environment, DAA is responsible for managing a United States subregistry. This consists of controlling NATO classified documents (AFR 205-43).

Publications Management Branch (DAP)

The largest operation within this branch is the publishing distribution office which handles the requisitioning, receiving, storing and distributing of DoD, AF, MAJCOM and local forms and regulations, including technical orders (AFRs 7-1, 8-2). The publishing branch also provides guidance in the development, coordination of and production of all types of publications (AFR 5-1). The branch also sets up and maintains the master publication library for the base and provides guidance to functional libraries (AFR 7-2). In some commands, the base level publishing branch is responsible for the forms management program. This includes providing assistance and evaluation of new forms to ensure no duplication exists (AFR 9-1).

Reprographics Management Branch (DAR)

At most bases the reprographics branch will consist of a consolidated duplication center with several printing presses, collation devices, plate makers, cutters, etc. (AFR 6-1). This branch provides guidance on printing, duplicating, and copying problems, and is responsible for all the programming and budgeting in those areas for the base. DAR usually takes the lion's share of the DA's budget each year.

Documentation Management Branch (DAD)

The documentation branch is responsible for guidance and assistance to functional area documentation managers in the proper maintenance and disposition of all documentation holdings (AFRs 12-1, 12-20, and 12-50). This branch reviews requirements for creating, processing, transfer, storage, retrieval and destruction of documentation. It is the point of contact for administering the Freedom of Information Act (AFR 12-30). DAD establishes procedures for managing the Privacy Act (PA) to include safeguarding, maintenance, public notices, use, and access to PA material and dissemination of personal information on systems of records maintained by the Air Force (AFR 12-35). Personnel in DAD are responsible for developing policies and procedures on the requirements, validation, analysis, and evaluation of microform systems for document miniaturization, storage, and retrieval. This includes conducting cost benefit analysis, validating, approving, and controlling equipment requirements and use (AFR 12-40). DAD is responsible for

requisitioning, distributing, and maintaining engineering data through Engineering Data Service Centers (AFR 12-41). And finally, the documentation branch is responsible for formulating and implementing policies for the authentication process of AF documents (AFR 12-17).

Administrative Systems Management Branch (DAY)

Too often this area is considered just word processing -- early on that's about all administrators were involved in (AFR 4-2). Actually, this responsibility is much larger. AFR 4-3 explains office automation systems which incorporate any and all technology available to the Air Force that can be effectively employed to improve the administrative support mission. This area helps design and redesign systems, budgeting for systems and maintaining a current knowledge of existing and emerging technologies that could have application in the Air Force. The role of advanced systems in the Air Force will continue to increase. Technological improvements, along with better ways to use the technology, makes this a dynamic area for administrators.

Chief, Base Administration

As the Chief, Base Administration you will be the functional expert for administrative guidance to the group and wing. Through the five branches in your division you will develop policies and procedures for the support of user agencies. You'll plan and organize the various administrative services, systems, and activities to ensure optimum support to users. You'll establish equipment utilization, production standards and programs for modification or replacement of obsolete equipment. You'll direct the preparation of budget estimates and financial plans based on current and projected mission requirements and you'll assign available resources to ensure the best possible support to the unit mission. This probably is the best job in administration, because you're the leader!

MAJCOM LEVEL ADMINISTRATION

At a major command, there will usually be a functional counterpart for each of the base level branches. As the chief of one of these divisions, you'll be responsible for developing command guidance for that functional area. You'll provide staff assistance to bases requiring help in implementing or developing

local procedures to support base customers. You'll also provide input to Air Force procedures and policies within your functional area.

AIR STAFF AND HIGHER

Air Staff and higher level activities, across the board, offer many of our very best administration officers unique challenges and limitless opportunities in which to excel. Officers in the grades of captain through colonel are periodically needed to work as staff officers and managers in a variety of areas. These positions demand the utmost of administrative expertise, ability to learn quickly, dedication to quality staff work, and an air of reasoned flexibility. Flexibility is crucial because through it you can successfully manage staff projects and other taskings within a maze of DoD agencies, echelons, functional areas, personalities, and pressures. But it's worth it! The experience gained and knowledge acquired uniquely qualify you to effectively take on broader responsibilities within the Air Force which demand "laid and true" judgment and effective leadership and management.

SPECIAL ADMINISTRATION POSITION - INSTRUCTOR DUTY

The Administration Officer Course (HE30BR7000, entry-level, basic 70XX course) and the Administration Management Officer Course (HE30ZR7031, Base DA course) have a recurring need for highly qualified officers to serve as instructors and course chiefs. Instructor duty can afford you the unique opportunity to apply and broaden your administration knowledge-base early in your career. This intra-career broadening area, perhaps available in no other single assignment, can give you a healthy breadth and scope of experience particularly suitable for MAJCOM and Air Staff follow-on assignments. Additionally, instructor duty can give you a high degree of visibility in front of the Air Force Director of Administration.

A WORD ABOUT ADDITIONAL DUTIES

As a 70XX officer, you'll be given the opportunity to hold numerous and diverse additional duties. Too often, officers look at additional duties as distractors -- jobs that take away from

your ability to do your "administrative" work. There's no doubt that you'll have to effectively manage your time to accomplish all of your duties. But do not look at additional duties as a negative aspect of your job responsibilities. Additional duties provide you several opportunities that can improve your professional development. First, they will expose you to other functional areas and allow you to become an expert in that area. This has a broadening effect in itself. Additional duties often give you direct access to the commander. He or she will be able to directly observe your performance. Access also cuts across functional lines within units. Since most additional duties are applicable unit wide, you'll be able to interact with other department managers and their functional areas. All this serves as a broadening experience when you become expert in the duty and interact at different unit levels and in different functional areas.

Some additional duties afford greater opportunities to excel. The best example would be as the unit budget officer or resource advisor. The nature of the job provides an outstanding learning experience that is of value throughout your career. Some other duties are: security officer, information officer, self-inspection monitor, disaster preparedness officer, training officer, safety officer, and equipment custodian. You can expect to pick up a few of the recurring duties such as tax officer and Combined Federal Campaign chairman also.

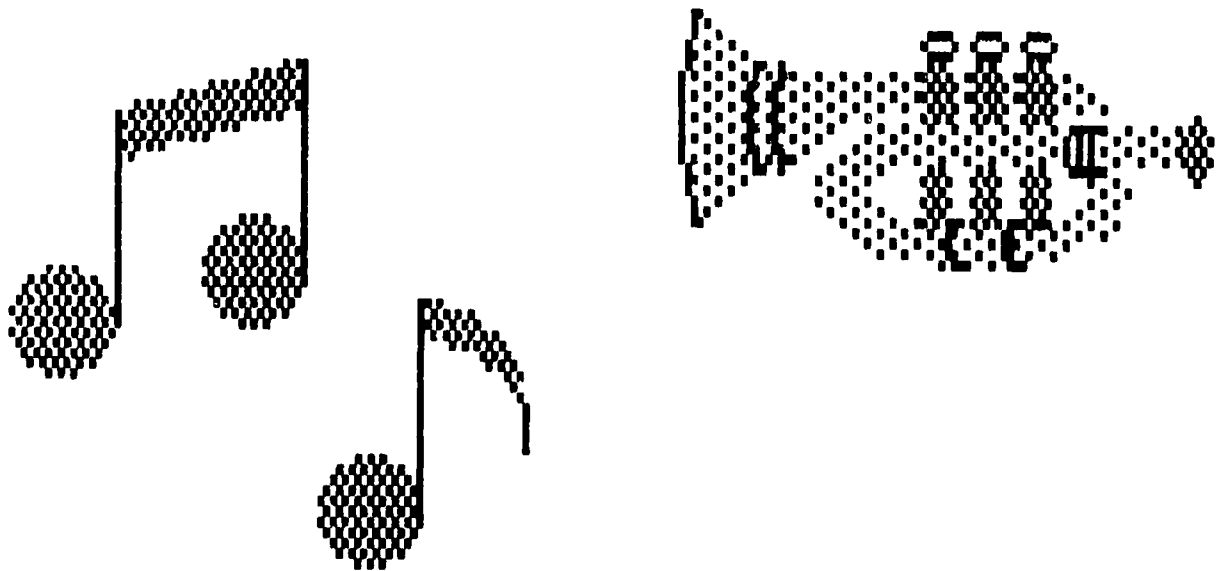
In summary, expect to get some additional duties. Take advantage of the experience and knowledge you'll gain from them, but don't get hung up on taking every additional duty. Too much of a good thing is not necessarily the best way to go.

SUMMARY

This chapter looked at the administration career ladder from the squadron level up through the Air Staff. We also discussed squadron section commander, instructor, and additional duty responsibilities. (Air Force Regulations 36-23 and 4-1 can give you more information.) This variety should be enough to fill an active twenty year career of any mortal. But for you super stars who yearn for more - you can get it by career broadening. Chapter Four tells you about these additional opportunities to excel. Please turn the page.

CHAPTER FOUR

CAREER BROADENING



TRY A DIFFERENT TUNE!

Chapter Four

CAREER BROADENING

INTRODUCTION

Hopefully you realized after reading the previous chapter that there is a lot to do in the Admin career field. So why have a chapter discussing career broadening? The answer is quite simple, although it is twofold: for yourself it's an opportunity to learn another aspect of the Air Force's business; for the Air Force you are developing a better you - an individual with a broader perspective who has the added capacity to contribute more. As if this isn't enough, AFR 36-23 has this to say about career broadening:

Officers should consider career broadening assignments both within and outside the Administration Utilization Field. The diversification and size of the field gives an officer extensive opportunity to broaden his or her career within the field.

This chapter will give you an overview of the many, many avenues open to you to expand your experience and better prepare yourself for more responsibility in the future. It begins by discussing special Selective Crossflow career broadening opportunities. Then it touches upon some others that just might be fun for you while you contribute to key aspects of the overall Air Force mission. It will address a few opportunities to command other than those squadron section commander jobs previously discussed in Chapter Three. And if all this isn't enough, this chapter will conclude with a simple listing of additional opportunities that "just came to mind." As you read this chapter and pursue your career over the next couple of years, think about your personal desires and try to match those both within and outside the Admin career field. Career broadening may be the way you can put your dream assignment and the Air Force's needs together.

SELECTIVE CROSSFLOW

Selective Crossflow career broadening assignments are those specialties that require experienced officers from other career fields. These specialties offer opportunities for 70XX officers to enter a new area and gain valuable experience. Sometimes the opportunity isn't voluntary because of the quotas PALACE AD receives and the number of volunteer resources available. Recently, however, there have been more volunteers than positions. What's available? Let's take a look.

17XX Air Weapons Controller

Ever want to tell a pilot where to go? This is the job for you. Air Weapon Controllers provide fighter pilots with radar control information needed to perform their mission. Air Weapon Controllers work in one of the Air Force's newest systems, the Airborne Warning and Control System (AWACS) - the E3A and in ground based control centers. For a support officer it gives you the opportunity to get right in the middle of the operations side of the business since you'll be involved in the tactical and air defense operation of the Air Force. Fifty percent of the positions are open to women, but the flying positions are closed due to the combat designation of the aircraft.

18XX Missile Launch Officer

This job gives you the opportunity for an operational assignment in the strategic mission of the Air Force. You have the opportunity once you have gained experience as a combat crew commander or deputy crew commander to be selected for wing staff positions such as scheduling officer, plans officer or command post controller. The job provides an excellent opportunity to complete PME and advanced degree options.

Recruiting Service

Recruiting assignments are at every level, squadron, group or headquarters. At squadron level, the jobs are commander (major or lieutenant colonel), operations officer (captain), resource management officer (captain), advertising and publicity officer (captain), and the OTS recruiter (lieutenant). Well qualified lieutenants, particularly prior service, are considered for the captain positions. Most of the group and headquarters jobs are filled from officers with field experience. The squadron commanders and deputy group commanders have the 0026 AFSC. This is a special duty assignment. Specific guidance on eligibility

and how to be considered is in AFR 36-23, Chapter 8, paragraph 8-17.

OTS Instructors

As an instructor you'll perform a variety of duties such as flight commander, guidance and career counselor, and physical conditioning instructor. Instructor positions are usually captains, but as in recruiting service, well qualified lieutenants, particularly with prior enlisted service, are considered. Majors perform as squadron commanders and there are staff positions available for selected majors and captains. This duty is a special duty assignment. See AFR 36-23, Chapter 8, paragraph 8-11 for more specifics.

BMTS Positions

BMTS is responsible for the initial transition from civilian life to military life for enlisted members. All the action is at Lackland AFB, Texas. Senior captains and majors can be squadron commanders. The operations and training officers are first lieutenants or captains. There are two officers per squadron and 60-70 NCOs with an average recruit load of 800-1000.

APROTC

Faculty positions at APROTC detachments give you the opportunity to teach military related subjects in a civilian academic environment. In addition, you'll be able to conduct training at Air Force bases during the summer for APROTC cadets. At the university or college you'll be an integral part of the faculty with fully recognized academic status. Grade authorizations are captain through colonel. The Professor of Aerospace Studies is the detachment commander and is usually the grade of lieutenant colonel or colonel. Assistant Professor of Aerospace Studies are usually majors or captains. For more information on this special duty assignment take a look at AFR 36-20, Chapter 8, paragraph 8-13.

WORTHWHILE/NECESSARY/FUN CAREER BROADENING ASSIGNMENTS

Squadron Officer School Faculty

As an SOS instructor you'll be responsible for conducting seminars and evaluating at least 12 company grade officers.

Seminars will cover command and staff functions, air doctrine, employment of Air Forces, as well as leadership and communication skills. Specifics for this special duty assignment are in AFR 36-20, Chapter 8, paragraph 8-12.

Air Command and Staff College Faculty

This is the next "level" up from SOS. As an instructor you'll lead 30 to 40 field grade officers from all services through international relations, management techniques, and aerospace force employment. In addition to the faculty positions, there are staff positions responsible for curriculum development in the resident course and nonresident courses. The majority of the ACSC slots are filled with in residence ACSC graduates. Paragraph 8-12 (same as SOS above) has more information.

United States Air Force Academy Faculty

A continuing requirement exists for qualified officers to fill faculty positions at the Academy and the Academy Preparatory School as well as to serve as Air Officers Commanding. These areas of responsibility lend themselves directly to cadet development and can afford you the opportunity to work with cadets in many aspects of their environment, including involvement and participation in cadet activities. Such an opportunity not only can give you the means to gain a broader professional perspective, but it also can provide an avenue through which you can leave a lasting and visible legacy on the lives of future Air Force leaders. AFR 36-20, paragraph 8-16 gives specifics.

Military Aide to General Officers

Here's a chance to get close to where the action is. Not as close as the general's exec but just as demanding. As in any job, the rewards are commensurate with performance. Most of these special duty assignments are intercommand with AFMPC approval. Don't expect PALACE AD to get you this assignment as generals normally select aides from within their command. You should note that AFR 36-20, Chapter 8, paragraph 8-5 does not list application procedures. Recognition of ability within your command is the door opener.

Thunderbirds

Here's a special duty assignment within the 70XX career

field. From commander to crew chief, the Thunderbirds hand-pick their people. The executive support officer job is open for majors and captains. To help you compete, have a background as unit budget/supply officer and squadron section commander. This job gives you the opportunity to work with the best of the best. Paragraph 8-21 in AFR 36-20 gives you more specifics.

Inspector General Positions

Like the Thunderbirds, this job at MAJCOM, NAF or at Air Force level gives you the opportunity to work with the best. Most positions are captain and major slots. In this job you'll be inspecting base level administration and sometimes unit level administration. You will evaluate base level administration to determine if management is effectively utilizing available resources and identifying major problem areas that impact mission accomplishment. Base DA experience is usually a requirement to be considered for this job.

USAF Postal Service

In this job you will have the chance to serve as a commander or staff officer in a postal squadron or detachment. Responsibilities cover the management of personnel, budget, transportation, supplies and equipment. The majority of these positions are overseas; however, there are some Air Force slots at the Military Postal Service Agency in Washington, D.C. This is a SDA and paragraph 8-20 in AFR 36-20 provides the specifics.

(MORE) OPPORTUNITIES TO COMMAND

Military Entrance Processing Station Commander

Here's an opportunity as a major to lead a group of Army, Navy, Marine, and Air Force personnel. You will be responsible for processing recruits in your area to their basic training base. Your unit will also perform testing of high school students in your assigned area. You'll have an operations officer, a test control officer and a GS-12 physician on your staff along with budget, personnel, transportation, and administrative personnel.

"Other" Detachment Commands

There are a few unique detachment commander slots that need

to be identified. What makes them unique is that the detachment commander is also the air station commander. Their detachment serves as the host unit on an air station, making the detachment commander (DETCO) a "mini-base" commander. The DETCO will have security policemen, MWR personnel, transporters, civil engineers, military personnel specialists, and some will have a lawyer and finance personnel assigned. Of course, due to the size of the air station these staff functions are extremely small, yet they encompass the majority of the staff a typical base commander has. Two such examples are the detachments at Pruem AS in Germany and High Wycombe Air Station in the United Kingdom. These jobs offer a challenge that goes beyond most detachment command slots. These are A7016 slots and can be found in the Officers Authorization Listing (OAL) at CBPO (more on the OAL in Chapter Six). The OAL will not tell you if the A7016 slot fits the mold of a Pruem or High Wycombe. You will have to do some research work to find out if the DETCO job you want also "owns" the air station.

STILL MORE....

Many positions are thought of as "career broadening" either because they are not a 70XX AFSC or simply because they are significantly different from the standard executive support and administration management duties. Some have a 70XX DAFSC and others do not. But in any case, they do offer an opportunity to diversify and/or explore an area of interest, and do give you another perspective on the total Air Force mission. Some areas you may wish to consider are:

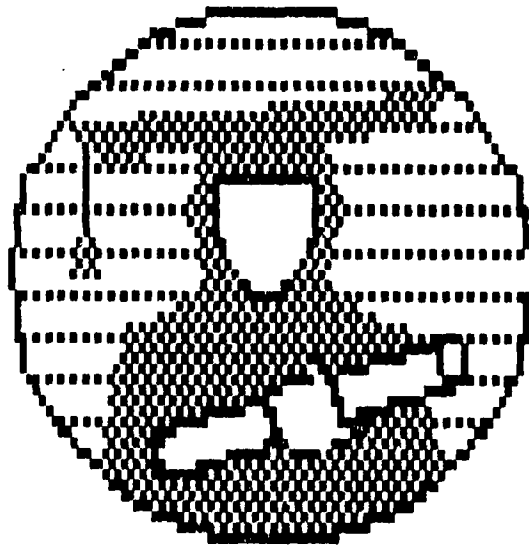
White House Fellowship	Protocol
Armed Forces Courier Service	International Affairs
Aide-de-Camp	Legislative Liaison
White House Liaison	Air National Guard/ AF Reserve Liaison
Boy Scouts of America Liaison	Embassy Duty
Military Assistance Advisory Groups/Missions	Attache Duty
Joint Service Assignments, Including OJCS	
DoD Agencies (DIA, DCA, etc)	

SUMMARY

We've tried to look at career broadening in the broadest sense (pun intended). From Selective Crossflow to various faculty duty assignments to Inspector General duties to "others" -- there are almost endless opportunities. Figure out what you want to try, and try it. The Air Force and the admin folks will help you broaden your horizons.

CHAPTER FIVE

EDUCATIONAL OPPORTUNITIES



Ignorant are people who think they know all they need to know.

- R. Carpenter

Chapter Five

EDUCATIONAL OPPORTUNITIES

INTRODUCTION

DON'T SKIP THIS CHAPTER! Yes, you're a new college graduate, and you've made it through a commissioning program to become one of the Air Force's finest. And no doubt the last thing you think you need is more schooling. But the one additional thing you need to learn is that life and career progression are learning experiences, both formal and informal.

As an officer you owe it to yourself to plan career development and professional development. There is a difference. Developing an administration officer career is what this guide is primarily about - progressing up the admin career ladder, personally and organizationally. Developing as a professional officer in the United States Air Force means learning the traits and tools necessary to manage resources and lead people to accomplish your organization's mission.

This chapter outlines the avenues open to you as you plan your career and professional development. (If it sometimes appears that these two overlap, it's because they do.) First we'll look at courses available to assist you in your career development. Then we'll look at Professional Military Education (PME) courses which will aid your professional development. These will include Air Force as well as joint military PME opportunities. We'll look at some great hands-on training programs such as Education-With-Industry (EWI) and Air Staff Training (ASTRA). We'll conclude by discussing the vital importance of acquiring an Advanced Academic Degree. (There's a new - beginning in June 1986 - AFIT master's degree program in Information Resource Management available just for you!) This is vital because it contributes to your breadth of experience as an individual and secondly, it helps promotions!

CAREER DEVELOPMENT = ADMINISTRATION COURSES

There are two professional admin courses taught by Air Training Command. There's one for entering the career field and one for future Chiefs, Base Administration.

Administration Officer Course, E30BR7000-000

This is the primer for officers entering the career field. You get an all expenses (well, almost) paid trip to Keesler AFB for five weeks and two days of training. During that time you learn how to manage unit administration programs, command responsibilities in headquarters and squadron sections, and executive support functions at the unit level.

Administration Management Officer Course, E30ZR7031-000

This course was designed to prepare officers, senior NCOs, and equivalent grade civilians for initial assignments as Chief or Assistant Chief, Base Administration. This one's a must. Most of the old timers took over Base DA jobs and learned from the school of hard knocks. This course gives you the chance to walk into the DA job armed with some valuable knowledge. All it costs is four weeks and two days plus some TDY money.

Push your boss to send you to these schools as early as possible. You will gain a lot of information that will help you in your present job as well as prepare you for future jobs in administration. Go for them!

PROFESSIONAL DEVELOPMENT = PROFESSIONAL MILITARY EDUCATION (PME)

Developing professionally means learning how to be an officer in the United States Air Force and how to lead your people to accomplish your mission. There are three levels of PME designed to aid in your professional development. The three levels are: Squadron Officer School (SOS); Intermediate Service School (ISS) -- in the Air Force this school is called Air Command and Staff College; and Senior Service School (SSS) -- this one is called Air War College in the Air Force. Later in this chapter you'll have the opportunity to learn more about these courses.

At this point you just need to realize it's very important you attend PME courses at prescribed times throughout your career. This will ensure you are prepared to accept more

responsibility in more important leadership roles as you move up the career ladder. Additionally, to be competitive at promotion time you must ensure you have completed the appropriate PME courses. You can be assured a majority of your contemporaries have completed their PME as soon as they were eligible.

The following table shows the percentage of officers, by grade, who have completed the appropriate level of PME for their grade. It also compares 70XX to all other support officers.

Grade	70XX	Other Support
Lt Col (SSS)	51%	62%
Major (ISS)	90%	91%
Captain (SOS)	71%	64%
Lt (SOS)	14%	12%

Table 5-1. Percentages of 70XX vs Other Support Officers with PME.

Now let's look at the PME courses, and see how they will benefit your professional development.

SPECIAL NOTE: ELIGIBILITY REQUIREMENTS FOR ALL THREE AF PME SCHOOLS SIGNIFICANTLY CHANGED AFTER PREPARATION OF THIS GUIDE. CONTACT YOUR EDUCATION OFFICER FOR THE NEW RULES.

SOS

As the first level of PME, SOS is designed for first lieutenants and captains. The objective of the school is to improve company grade officers' understanding of how US forces are employed; improve their ability to lead, follow, and manage; and improve their ability to communicate. SOS is also designed to improve the understanding of the role of the commissioned officer as a professional. There are two ways of completing SOS, in residence or by correspondence. The resident course is 8 1/2 weeks long at Maxwell AFB, AL. Students are selected based on available MAJCOM quotas. One way you can improve your chances of attending SOS in residence is to volunteer for a remote tour. You'll be guaranteed a slot in SOS enroute to your PCS station. (Before you volunteer for a remote with the intent of going to SOS in residence, check with HQ AFMPC/DPMRSN2 to obtain the latest policy in this regard.) All first lieutenants and

captains with under eight years Total Active Federal Commissioned Service (TAPCS) or Promotion List Service (PLS) who are not in a failed or deferred promotion status are eligible. The correspondence course covers as much of the resident course material as possible to meet the same objectives. SOS is a prerequisite for enrollment in ACSC.

ACSC

Air Command and Staff College, the Air Force's Intermediate Service School, focuses on broadening field grade officers' knowledge of the Air Force and the effects of the world environment on the US national security. The school helps develop leadership and management skills and improve speaking and writing ability. Officers in the resident program conduct research, document findings, and propose solutions to the DoD or Air Force on many topics. The resident course is 10 months long. There are three ways to complete ACSC. In addition to the resident program, the college offers a correspondence course and a nonresident seminar program to eligible officers. The curriculum for these has four areas: staff communications, command and management, military environment and military employment. Most Air Force bases have an ACSC seminar. It starts in late August each year. Officers are eligible for the correspondence or seminar program as a major or a captain with at least six years commissioned service. Officers become eligible for nomination for ACSC in residence when they are selected for major. If nominated, officers then meet annual USAF Central Intermediate Service Schools Designation Boards. Nominated officers can usually meet three designation boards before they lose their eligibility to attend ACSC in residence.

AWC

The Air War College is the senior level Air Force PME school. The curriculum stresses the use of aerospace power by evaluating and analyzing current strategy. The college also evaluates US and allied capabilities and how they can be applied in all levels of conflict. Officers are eligible for nomination to attend the 10 month resident program upon selection to lieutenant colonel or colonel. As in ACSC, nominated officers meet selection boards to determine who attends in residence. AWC also has a seminar program and correspondence program.

More specific information on all the Air Force's PME schools can be found in AFR 53-8.

JOINT MILITARY OPPORTUNITIES = JOINT EXPERIENCE

Joint Military PME

Each year 225 to 250 Air Force officers attend the US joint military colleges which are operated under the direction of the Joint Chiefs of Staff. Selection for attendance is similar to selection for the Air Force schools mentioned above. These schools are:

Armed Forces Staff College. This college prepares selected officers for duties in all echelons of joint and combined command operations and planning in higher echelons of the Department of Defense and international organizations. Officers in the grade of major are eligible to attend.

National Security Management Course. The mission of this school is to conduct courses of study in national security and resource management. Colonels and lieutenant colonels are eligible to attend.

The National War College. The course of instruction at this school prepares personnel of the Armed Forces and the State Department for joint and combined high-level policy functions, command and staff functions, and strategic planning duties. Officers in the grades of colonel and lieutenant colonel are eligible to attend.

Sister Service and Allied Schools

In addition to the Air Force and DoD PME courses mentioned above, about 100 US Air Force officers are selected each year to attend PME schools of the other US military services and allied nations. These are super opportunities -- the type that only come once in a lifetime. Check with your education office for more specific details.

SPECIAL OPPORTUNITIES = VARIETY

Education-With-Industry

Education-With-Industry (EWI) is an Air Force Institute of Technology (AFIT) program. There's one EWI program for the 70XX career field with six slots per year. This program deals with administration systems management. EWI gives you the opportunity to work with selected industries who produce or use advanced

administrative systems. Subject areas include but are not limited to word processing, micrographics printing, and duplicating. The tour covers 10 months of "hands-on" experience with civilian industry's organization, management, and technology. The knowledge you gain will be applied in your follow-on assignment. You can find specific information on EWI in AFR 36-20, paragraph 8-22, and AFR 50-5 starting at paragraph 4-47.

Air Staff Training (ASTRA) Program

This program takes exceptional performers and exposes them to operations at the Air Staff. Individuals serve a twelve-month tour as management interns. Emphasis is placed on active participation in complex HQ USAF decision making activities, rather than simply observing the operation. There is a two-year eligibility window for ASTRA based on your Total Active Federal Commissioned Service Date (TAFCSO). For example, to be considered for the CY86 selection board you must have a TAFCSO in 1981 or 1982. If selected you would have a FY88 ASTRA assignment. So if you're interested you've got to keep track of the rapidly moving years in your Air Force career to prevent missing your eligibility period. For details see AFR 36-20, paragraph 8-24, and AFR 36-23, paragraph 2-4a.

ADVANCED ACADEMIC DEGREE = IMPROVED YOU

You need one, so get one! Before we say more, look at the following table. It gives you some figures on the number of folks who have advanced degrees.

Grade	70XX	Other Support
Lt Col	76%	82%
Major	72%	78%
Captain	36%	41%
Lieutenant	5%	5%

Table 5-2. Percentages of 70XX vs Other Support Officers with Advanced Academic Degrees.

Still doubt you need one? To be competitive in several arenas

you must have a graduate degree in a related field. It's a steppingstone to a variety of things that will enhance your career. First and foremost, it makes a better you. You may not believe it, but it's true. The Air Force is made up of a very intelligent population. To communicate and interact, you need advanced education. Additionally, for some future assignments such as APROTC Instructor Duty an advanced degree is a prerequisite. And lest it hasn't dawned on you, lack of a master's degree could be harmful at promotion consideration time. Yes, you must have one. Don't know where to start? Look at this new opportunity that will put you on the leading edge of the administration mission.

DA-Sponsored Master of Science Degree in Information Resource Management

This most exciting academic program for administration officers will begin in June 1986. It's exciting because it offers an advanced degree which pertains to a vital area of the Administration career field. An 18 month master's degree program, it is designed to incorporate pertinent academic courses from various information management sciences into one degree program. This program will give you a solid information science background. The basic prerequisites include a minimum undergraduate Grade Point Average (GPA) of 2.5, completion of one college algebra course, and a minimum Graduate Records Exam (GRE) score of 1000 or a minimum Graduate Management Admissions Test (GMAT) score of 475. Interested? Contact your base education office or MAJCOM DA for further details on how and when to apply.

SUMMARY

This chapter identified several opportunities to improve yourself through career development, professional development, and personal development. Career-wise, it's important early in your career to attend the residence admin officer courses. During the same timeframe you should begin accomplishing your professional military training by completing SOS. As you progress up the rank structure, complete ACSC and AWC as soon as you are eligible. And on top of this, and equally important, plan and acquire an advanced academic degree to better yourself personally and at the same time improve your contribution to the Air Force. (Seriously consider the new master's degree in Information Resource Management - it's for you.) Then in your free time consider some of the other opportunities identified in

this chapter. Remember -- education is important career-wise, professionally, and personally. Continue your education throughout your career -- it will contribute to a successful career.

CHAPTER SIX

THE ASSIGNMENT PROCESS



Chapter Six

THE ASSIGNMENT PROCESS

INTRODUCTION

Like most things in life, the assignment process allows you the opportunity to be at the beginning of the process, or at the end of the process. You can state your desires, work with the experts at PALACE AD, and nine times out of ten get the assignment you want (this is the personal experience of this author), or you can let the system work its best, and meet the needs of the Air Force for sure, while making you happy, perhaps. It really is a choice you can make. Throughout your career you'll find many folks who are afraid to give an input, for fear they may not be happy with their decision. It's always easier to blame "the system" for their bad luck.

But really, wouldn't you like to enjoy your career? This chapter will assume your answer is "yes" and begin by discussing the primary tool available to you to state your career plan, and assignment desires -- The Officer's Career Objective Statement, AF Form 90. This will be followed by a discussion of the assignment process, to include when you are considered, by whom, and how. It will conclude by discussing the duties of the most important admin career monitor people at the Air Force Military Personnel Center (AFMPC), your PALACE AD Team.

AF FORM 90

As mentioned above, the assignment process, to work the way you want it to, must start with you. As stated earlier in this guide, you have to plan your career well in advance if you want to cover all the bases to be promoted, and eventually conclude a 20 year career successfully. One of the best, if not the best way to plan a career is to use the AF Form 90 as a career planning guide. That's right -- while we plan to talk about assignments in this chapter you need to realize that the first

step in the assignment process is to identify those assignment needs that will further your career. And to do that you first need to decide what it is that you want to do in your career.

As the title of the AF Form 90 states, this document is to reflect your career objectives. Think about what you want to do. Talk to PALACE AD (we'll tell you why and how later), and discuss your ideas with your supervisor and senior officers in your chain of command. Pick their brains for insight on how to prepare yourself for career progression. Take a look at AFRs 36-23, 36-20 and 36-1. Use this handbook as another tool. Then identify required jobs on the AF Form 90 at appropriate times. Blend in desired locations and timely overseas assignments that will allow you the opportunity to travel and see the world.

MAKING YOUR AF FORM 90 BETTER

There are several important things you can do to make your AF Form 90 be more than just a "filled in" form. You need to make it more fully reflect your career objectives. Do the following;

Use the Officer Authorization List (OAL). This neat microfiche provides a complete list of all 70XX authorizations. It's usually produced in June and December of each year. It's set up alphabetically by base, and it contains a wealth of information. For example, it can tell you the following for each authorization: authorized grade; AFSC for the slot; level of command of the authorization, i.e., squadron, base, MAJCOM, etc.; the command the position is assigned to; the educational level to show what type advanced degree is required; and a brief title of the position. The OAL is not a list of vacancies. But if it's used right it'll make your AF Form 90 a better indicator of your desires. For example, you can list three specific preferences on the form. If you want to be an executive officer in the southwest area, you can increase your odds by listing the three bases with the most exec slots. Common sense? Of course, but some people miss the boat and limit the opportunities PALACE AD might have to meet individual desires. The OAL also lists positions overseas. If you want to go to Europe, the OAL will show you that your odds go up if you list West Germany or the United Kingdom on the AF Form 90. These are just a few examples that show you the OAL, used appropriately, can maximize your opportunities to get the assignment you need to help your career progression.

Use the remarks section. Make a remark or two to clarify what you stated on the front of the form in the various blocks. Here's where you want to help the PALACE AD folks help you. For

example, if you need to stay put for an extra 12 months to finish your advanced academic degree, state it here. If you need a special duty assignment at a certain phase point, explain why. In essence, use this space to restate, emphasize, and summarize your plan. The PALACE AD folks will use your input to help them help you -- after all, it makes their job easier.

Talk to PALACE AD. The PALACE AD Team of personnel managers work hard to match Air Force needs with people desires. What they don't need are unhappy people in unwanted jobs complaining for three years until they finally get reassigned. They would much rather know your desires via your career objectives, and work with you to obtain them. In addition to giving them your thoughts on the AF Form 90 periodically give them a call. They can help you update your AF Form 90, and also give you the latest information from the personnel world pertaining to the assignments business. So don't be a stranger to the PALACE AD folks. On the other hand, don't monopolize their time either. Remember, they have over 2500 officers to manage so let them have some time to handle the other admin officers too. For future reference here's the team's address and telephone number:

HQ AFMPC/DPMRSN2
Randolph AFB, Texas 78150-6001
AUTOVON: 487-6771
Commercial: (515) 652-6771

Make the AF Form 90 a valuable tool. If this seems to be restating the obvious - it is. This is because so many of our peers know how to fill out an AF Form 90 and basically understand the benefits, yet for some reason have difficulty doing it! For example, several officers don't have current AF Form 90's in their folders at MPC, while others don't have a form on file at all. There are numerous examples of people listing a series of assignments that have no relationship to each other except for the fact that they exist in the Air Force! (This is career development planning?) What's the significance of this to you? Actually, the significance is twofold. First, use these bad examples of what not to do as guidance in preparing your career objective statement. Secondly, realize that when many folks don't thoroughly plan their careers and document it on the AF Form 90 for the PALACE AD folks you benefit. How? It puts you a rung higher on the ladder for choice assignments when you thoroughly complete and submit yours!!!!

Keep it current. You should plan to update your AF Form 90 whenever your career goals change, but at least once a year. In addition to changes in the specialty, command and base preference sections, use the remarks section to not only clarify your changes, but to also update your revised career goals. Being human, experience (maturity) may cause you to change your long

term goals. That's certainly understandable to everyone, including the PALACE AD Team. But be sure to tell them about the changes so they can adjust their approach to helping you.

OK, you've done an outstanding job of filling out your AF Form 90. What happens next? Your AF Form 90 goes to PALACE AD and becomes an important part of the assignment process. Read on to learn how the process works.

THE ASSIGNMENT PROCESS

When are you considered?

You've done a super job of planning your career and stating it clearly on your Career Objective Statement. The PALACE AD Team uses your input along with several factors that come into play to determine the answer to this question. First they must determine whether you are a mandatory available or a normal available officer. A mandatory available officer must be moved after completion of their current tour. You may be completing an overseas assignment or a maximum controlled tour on the Joint or Air Staffs. As a normal available officer you may be moved. Officers completing a minimum controlled tour and all other officers are in this category. The majority of you are in this last category mentioned. Time on station (TOS) becomes the key element to determine which normal available officer should be moved.

Usually, normal available officers will have three years or more on station in the CONUS before they are considered for another CONUS assignment. For overseas, if you're a volunteer you only need one year on station. As a non-volunteer you can have two years (one year for lieutenants) on station. The officer with the most time on station who is qualified for the assignment would be moved. For overseas moves this is where overseas duty selection date (ODSD) and short tour return date (STRD) become important. ODSD is the date you last returned from a long tour. STRD is the date you last returned from a short tour. If you don't have an ODSD or a STRD, the date used will be the date you entered active duty. Generally an officer who has never been overseas (short/long tour) should be selected over an officer who's completed an overseas assignment. As an administrator you can expect one long tour and one short tour in your career. One note for lieutenants: they are limited to two permanent duty stations, excluding initial training assignment, during their initial four years of service. The above rules apply generally; as always, there can be exceptions.

Who selects you?

PALACE AD is the key player, but they work closely with the various MAJCOM resource managers. Here's how they do it. The resource manager at PALACE AD takes a look at the qualifications needed for a particular job. The records of mandatory officers, and those officers who have enough time on station to be considered for reassignment are reviewed to see who meets the qualifications. If an officer meets the requirements, the resource manager then considers the career development aspects of the job and the officer's desires on the AF Form 90. They try very hard to match the job to the individual. This is why it's so important to have a comprehensive, up-to-date AF Form 90 on file. They do want to get the very best person they can for each job. Now let's look a little more closely at how an individual is picked.

How are you picked?

There are four basic parameters:

Mission needs of the Air Force. They come first. PALACE AD knows what the needs are, and sometimes they have to make the tough assignment decisions to get the right people to the right assignments. That's their job.

Availability of assignment candidates. Actually there are several considerations. PALACE AD first looks in sequence at all mandatory available officers, then those normal available officers who meet TOS requirements, and then those officers who do not have enough TOS. During this period both the gaining and losing MAJCOM staffs play a vital role in the assignment process.

Your desires. PALACE AD reviews the AF Form 90s of eligible officers to see if they can match the Air Force need with an individual who needs such a job to complete an aspect of their career progression. (Guess what happens here if the individual being considered didn't complete or update his or her AF Form 90? You got it -- they may not have a say in what their next assignment will be!)

Your career progression. The PALACE AD people will review the assignment from the career progression perspective and consider you even if you haven't specifically identified such an assignment on your AF Form 90. When they do this they more than likely will call you and discuss the opportunity with you. This is extremely beneficial as it allows you the opportunity to grab some good assignments that will benefit you personally, and career-wise as well.

So it's all of these considerations which together try to put the right person in the right job at the right time. The key is you.

SUMMARY

You play an important role in your career development. This is, perhaps, most true in the assignment business. The PALACE AD folks work the mechanics, and do an outstanding job. It's especially outstanding when you consider they manage over 2500 admin officers. You need to remember they are interested in doing a good job, and you can help them by letting them know your desires via the AF Form 90. In so doing, they will be better able to help you meet your career objectives by assigning you to important and valuable career enhancement jobs at appropriate times. Your input and their efforts work together to meet the needs of both the Air Force and you.

CHAPTER SEVEN

PROMOTIONS AND THE PROCESS

NEW RANK!



Chapter Seven

PROMOTIONS AND THE PROCESS

INTRODUCTION

Promotions are important. If you're saying this is an overwhelming understatement, you're right! Since we wear our "position in life" on our shoulder, career progression via promotions is important to our self-esteem as well as our pocketbooks. A key question which comes to mind is -- is promotion the end result of career development or just a continuing part of it? The answer is most likely yes -- promotion is both, but it favors the continuation aspect. Why? Because promotion is not a reward for past performance, but a recognition of your future potential.

This chapter will give you a close look at the promotion process, including eligibility requirements, promotion opportunities and a description of how the promotion boards actually do their job. Of course you can read this same information in various personnel regulations and pamphlets -- AFP 36-32 is a good one -- but it's included here as part of the overall career development story. This chapter concludes with some pointers on avoiding a pass over. And should you not heed the words of wisdom contained in this primer for success, pass over recovery potential will also be discussed. So, let's see how the system will go about promoting you.

FULLY QUALIFIED - PROMOTION TO FIRST LIEUTENANT

Recognition of highly qualified officers for promotion is certainly one key measure of career development. Selection for promotion to first lieutenant is distinctive from all other promotions in that it is based upon an individual being fully qualified. There are no Air Force quotas, so all second lieutenants are deemed fully qualified after serving 24 months time-in-grade.

BEST QUALIFIED - PROMOTION TO ALL OTHER RANKS

Promotion Selection Boards meet to determine those individuals best qualified for promotion of all those eligible. Selection is made based upon evaluation of the whole person concept. There are four areas commonly grouped in the whole person concept: performance, experience (duty history), professional education, and formal education. Understandably, performance is the most important area of whole person development. Your job performance and demonstrated potential, specifically as articulated in effectiveness reports, provide you the foundation for continued development. Your ability to perform in your current position is a primary indicator of potential in future positions. Therefore it's important you become very familiar with the officer evaluation system outlined in AFR 36-10, Officer Evaluations. As part of the evaluation process this regulation details specific performance standards with which you should become familiar.

PROMOTION ELIGIBILITY AND OPPORTUNITY

Phase Points

The phase points in Table 7-1 represent the approximate pin-on dates (except captain) for the grades indicated. The time will vary depending on the size of the year group and the number of vacancies available. These phase points represent promotion In-the-Promotion-Zone (IPZ) which is the normal time you're eligible for consideration to the next grade.

Captain	4.0 years
Major	11.5 years
Lieutenant Colonel	16.0 years
Colonel	21.0 years

Table 7-1. In-The-Promotion-Zone Phase Points

Promotion Opportunities

The quota limitations for promotion of officers In-the-Promotion-Zone are shown in Table 7-2. However, actual percentages are lower for IPZ officers because all Below-the-Zone

(BPZ) and Above-the-Zone (APZ) selectees are at the expense of IPZ quotas.

Captain	95% IPZ
Major	90% IPZ
Lieutenant Colonel	75% IPZ
Colonel	55% IPZ

Table 7-2. IPZ Promotion Opportunities

There are also quota limitations for BPZ promotions. Boards may use up to the percentages shown in Table 7-3 of the board quota.

Major	5.0%
Lieutenant Colonel	7.5%
Colonel	15.0%

Table 7-3. BPZ Quota Limitations

You are considered BPZ to major three years early, and two years early for both lieutenant colonel and colonel.

PROMOTION BOARDS - HOW THEY WORK

Promotion boards are tasked with an awesome responsibility. They must select the best-of-the-best for promotion. The paragraphs below describe the process. Before you get into the process, stop for a moment and consider what they look at to evaluate the individuals eligible. More specifically, consider how you look via the documents they review; your selection folder and your officer selection brief.

Selection Folder. This includes your officer selection brief, official photo, OER's, LOE's, training reports, citations for decorations, and any unfavorable information.

Officer Selection Brief. This element of the selection

folder is a thumbnail sketch of your background including such topics as education, PME, awards and decorations, grade data, and duty information.

Does your record reflect, via these documents, the attributes of the whole person concept? This is the question you need to continually ask yourself as you pursue promotions. To assist your self-analysis, please refer to the Promotion Potential Checklist located at the back of this guide as an appendix. It should be most helpful. Now let's look at the process.

Composition of the Board

Board members are assigned to reflect the demographic characteristics of the officers being considered for promotion. For example, if 20% of the eligibles are USAFE assets, then 20% of the board members will be from USAFE. The same thing applies for specific career fields. Reserve and minority officers are also proportionally represented.

Each board is made up of panels consisting of five members each. The number of panels varies, but for a typical major's board there are five or six panels. The Air Force uses colonels for all boards up to and including lieutenant colonel boards, and brigadier generals as board members for colonel boards.

Trial Run

Board members don't jump right in and start scoring records. They go through a trial run that consists of an initial screening of ten records and a scoring practice on 15 other records. The trial run familiarizes board members with the contents of the records and gives them experience in scoring records consistently. Let's look at the scoring process.

Scoring Records

Table 7-4 shows you the scale board members use when they score records. Each member scores a record in half point increments from six to ten. If any record has a difference in scores of two or more points it is called a "split" and the record is brought back to the panel for a rescore. For example, if a record was scored 7, 7.5, 8, 7.5, and 7, it would stand without further review. However, if the scores were 6.5, 8, 7.5, 7, and 8.5, the record would come back because of the two point difference between the high and the low score.

Absolutely Tops	10.0	
Outstanding Record	9.5	Outstanding
Few Could Be Better	9.0	
Strong Record	8.5	Above Average
Slightly Higher Than Average	8.0	
Average	7.5	Average
Slightly Below Average	7.0	
Well Below Average	6.5	Below Average
Lowest In Potential	6.0	

Table 7-4. Scoring Scale

This procedure is used to ensure board members don't miss important aspects of a record, that there is no bias or that board members are not letting personal knowledge influence their scoring.

How Are Records Evaluated?

You've heard of the whole person concept. Let's take a look at the factors that make up the concept and what the board uses to evaluate those factors. This is represented in Figure 7-5.

Factor	Evaluate
Performance	OER's
Leadership	Command/Staff
Breadth of Experience	Where/What/When
Job Responsibility	Scope/Exposure
Professional Competence	Expertise as a Specialist
Specific Achievements	Awards/Decorations
Education	Level/Utilization

Table 7-5. Promotion Board Evaluation

APP 36-32 indicates that no specific weight is given to each factor. However, board members consistently agree that job performance, as reflected in your OER's, is the most important factor. That statement does not say it is the only factor. To be competitive you must perform well. But if that's all your record indicates, those officers who also do well in the other

factors will have the edge. That's why it's called the whole person concept.

Records Flow

Records of the eligible officers are stacked in groups of twenty. They are sequenced by reverse social security account number. This ensures a random distribution to all of the panels. The records are scored by each board member and removed from the panel room and checked to see if any "splits" exist. If a split exists, the record is returned for rescoring. It's important to note that the scoring is by secret ballot; no member knows how the others scored a record. Nor do members know the "required" score for promotion because that isn't computed until after the scoring is completed.

Could a record be scored higher (or lower) by another panel? The answer is yes, but it really doesn't matter. People are promoted on raw score. They are promoted based on the order-of-merit listing resulting from the panel scoring the record. In other words, any score is relative only to other scores generated by the same panel. To better understand this, let's look at how the quota for promotions is broken out among the panels.

Panel Quotas

First a few definitions are required. The total number of eligibles consists of all first time eligible officers plus above-the-zone officers. The total promotions possible for this group consists of 90% of the first time eligible number, minus any or all below-the-promotion-zone selectees. Let's run through an example using the results from an actual major's board. The math to determine the panel quota goes like this: the number of records the panel scored (826) is divided by the total number of eligibles (4433) to get 18.63%. Then you take 18.63% of the total promotions possible (2,745) and get 511.47 (rounded to 512). Therefore, this particular panel could promote 512 officers out of the 826 they scored. This process is done for each panel.

The main point is this: it doesn't matter if one panel scores higher or lower than another panel. Because each panel received a random selection of records which represent the full spectrum of quality. And each panel received an exact share of the quota based on the number of records it scored and promoted on its own order-of-merit rating. However, when the quota cutoff is applied it will fall at the point where several officers have

the same score. When this happens the panel goes into an exercise called "resolving the gray".

Resolving the Gray Area

Using the figures from our example above we found that 512 people could be promoted. When the order-of-merit listing was completed, everyone with a score of 40.5 and above -- 470 in all -- were clearly above the gray area and could be promoted. By going down a half point to a score of 40, the order-of-merit listing included 109 people. The tough part is selecting 42 people out of those 109. To ensure fairness and equity, those records are rescored and a separate order-of-merit listing was prepared within the same panel and the best 42 were identified using the same process the panel went through to select the first 470. Each panel goes through this process until the full quota is met. That completes the promotion board process.

PASS OVERS - HOW TO GET INTO THEM & HOW TO GET OUT OF THEM

Let's pretend (because in reality this won't happen to you) the board did not select you for promotion. How come, you ask? There seem to be several rather obvious thorns in records that dissuade selection boards from picking certain people for promotion. Consider these:

Same type of job, assignment after assignment (i.e., always a squadron section commander or base DA -- no career field diversity.)

Only lateral moves in the same echelon (i.e., no move up the chain; Base, NAF, MAJCOM, Joint Service, Air Staff, etc.)

No high-level indorsements (i.e., general officer, senior executive service civilian, etc.)

Homesteading -- same location for more than five years.

Noncurrent PME: If you're eligible for SOS, ACSC, AWC, etc., do it!

No Master's degree. You need one. If you don't have one by the time you're a major you'll be in the bottom fourth of your peer group, academically.

No decorations upon completion of an assignment.

OKR statements reflecting negative attitudes. Study human

nature; know your boss' expectations; learn tact and diplomacy; accept politics as a fact of life; develop sophistication and finesse in your dealings with others and you'll find your circumstances are more palatable.

Outdated official photo or one that does not reflect current medals/ribbons. Some photos we've seen show sloppy looking officers, including long hair, overweight, etc. A "picture paints a thousand words," so why tell on yourself? Keep your photo current and make sure it pictures you as a sharp, neat, and professional officer.

Failure to take selection brief seriously, thereby not assuring that the data are current (i.e., PME missing, master's degree not reflected, etc.)

These are all things that to varying degrees you can control. To ensure against being passed over you need to PLAN - PLAN - PLAN well ahead of time to make sure you aren't caught short. Recovery from a pass over is tough because most of the reasons for promotion (diversity of assignments, super performances, potential, etc.,) have already been satisfied and time is now the enemy.

However, if someday you find yourself in this position you need to realize all is not lost. You can review the list of things you should have done identified above as well as the checklist in the appendix, and see if there are some areas where you may be able to recover before the next board meets. And it is vitally important you discuss your situation with your present supervisor. You should enlist his or her aid in acquiring extra duties that will ensure you receive special recommendations and high level indorsements on your next OER.

Can you make it to O-6; full colonel? The percentages in the beginning of this chapter show that statistically it's tough. Not doing the "necessary" things cited above will virtually knock you out of the running. But working toward that goal can have positive results. This is all we want to say at this point: we'll discuss some success stories at the end of Chapter Eight. The very best advice we can give you (and the main point we want to make) is to deliberately plan and manage your career from day-one. Start now to ensure you and your career look as good on paper as you do in person. Then when you, via your records, meet the promotion board you'll impress them as the epitomy of the whole person concept, and you'll be promoted at the top of your group (with a good shot at O-6)!

SUMMARY

This chapter layed out the process by which everyone in the Air Force is evaluated for promotion. It reviewed the selection board process, and listed some helpful hints to keep you from experiencing a pass over. The key thought to be gained from this, as well as most of the other chapters, is that you have an active role to play in formulating the success of your career. The rules of the game are out in the open for all to follow and use to their benefit. It's up to you to learn the rules, play the game and make sure your scores are properly recorded on your scorecard, i.e., your selection folder.

CHAPTER EIGHT

A WHOLE CAREER -
PUTTING IT ALL TOGETHER



Chapter Eight

A WHOLE CAREER - PUTTING IT ALL TOGETHER

INTRODUCTION

Everyone has ideas on how to progress through the 70XX career field. This chapter offers one suggestion for tying together the pieces of the puzzle discussed in the previous chapters. However this is only a proposal. This is the combined experience of many administrators who have passed before you along the same path. Some made it further than others. In fact, some "words of wisdom" from those who have been promoted to O-6, with primary experience in the 70XX career field, will be listed later for your review and consideration. The one thing you should remember is that there is no sure way to make it. But there are some sure ways not to make it (i.e., don't accomplish required PME, for example!) This chapter will point out available opportunities in each general phase of a career, and point out some of the common denominators in those phases. It will conclude with some really important thoughts to consider from some of our colonels who made it to O-6 the hard way -- they earned it -- in Administration!

Lieutenant to Captain - The First Five Years

The majority of jobs during this initial period are at squadron and base level. You'll have opportunities as a squadron administration officer, branch chief in base administration, or possibly assistant base DA. During this period you will gain invaluable experience in the admin career field, learning the basics about the various admin programs. You could also serve as an executive officer or squadron section commander. Additionally, there are some special duty assignment opportunities in recruiting, postal, and in basic military training school. Educationally during this period you should make sure you complete the Administration Officer Course. Also complete SOS by correspondence before you meet the captain's promotion board. An ASTRA assignment must be considered during this period or you'll lose your opportunity. This is because of the timing parameters associated with the ASTRA program. If

you're interested, get your application in the system.

Captain to Major - 6 to 11 Years

Career development paths in this five year period are wide open, and limited only by your objectives. Based upon development of your administrative expertise during the first five years of your career, you are now ready for increased responsibility, and there's plenty to get involved with. Command positions are available in headquarter squadron sections, postal detachments, and in BMTS. Higher level exec jobs are available as well as base DA positions and staff positions at NAFs and MAJCOMs. Furthermore, as a senior captain with an outstanding record, opportunities exist at Air Staff, DoD and joint/unified command levels.

There are many other career decisions to be made during this period also. For example:

Would an overseas tour be beneficial in your career development at this time?

Should you look into the Education-With-Industry program at this time?

What about a special duty assignment such as executive officer for the Thunderbirds, or a career broadening assignment outside the 70XX career field for three years?

As you can see, there are a lot of decisions to consider during this period. It's been said before in this guide -- good career planning will help you chart your course. Work with PALACE AD, your supervisor and your senior commanders as you make your decisions. Consider also the following key facts. From squadron level, look for base or wing positions. Following that, look to NAF or MAJCOM positions. As you increase your level of responsibility you will be increasing and broadening your experience level.

Finally, this phase is critical in your educational development. Prior to meeting the major's board you should complete an intermediate service school by correspondence or seminar and get your advanced degree. The latter requires some PCS stability, so your career development plan should take that into consideration. Be sure PALACE AD knows you're working on your advanced degree so they can support your need to stay put until it's completed.

Major to Lieutenant Colonel - 12 to 17 Years

As a major approaching lieutenant colonel you again should be looking at opportunities to increase your level of responsibility within organizational levels or at higher levels. AFR 36-23 provides a good list of the types of jobs and level that you should consider. Of utmost importance, look for command opportunities beyond the squadron section commander level. Squadron commander positions open up in recruiting and BMTS, as well as military entrance processing stations. Additionally, APROTC faculty positions, as well as Air University faculty and staff positions, exist. If you haven't completed your advanced academic degree, be sure to do it now.

Lieutenant Colonel to O-6 (You can make it!) - 18 Years and Beyond

Increased responsibility is the key. Look for high level jobs with the greatest responsibility -- organization command and deputy commander positions are available. The common denominator is job performance. So in effect you'll be ending your successful career just where you began -- doing a good job in the job you're in.

Making It to O-6

Throughout this career guide several key steppingstones have been discussed. Several of these same thoughts, listed below, were gleaned from biographies of several 70XX career administrators who "made it" to O-6. In doing so they have jointly held such varied and responsible jobs as Air Force DA, MAJCOM DA, Base Commander, key staff jobs on JCS and NATO staffs, AF Academy IG, MAJCOM Chief of Staff, and instructor at Industrial College of the Armed Forces, among others. As you develop your career plan and map your personal strategy for achieving a successful career, consider these comments:

"As a lieutenant, lots of extra duties along with squadron admin duties gives you a great understanding about what the AF is all about."

"Any job that has the title "commander" is necessary, and the perspective of command (i.e., problems and responsibilities of leading people) is most challenging."

"Working for senior officers is a double-edged sword: it's exciting and rewarding when successful; it can be the end of a mediocre career if you're a mediocre performer."

"Don't be persuaded that PME isn't enough in the competitive process. You can never have too much."

"BE patient. You won't be named base commander with six years service. You're probably going to spend at least ten years in foundation jobs that will prepare you later for bigger management jobs. Worry about performance."

"Diversify. Try different jobs and/or experiences in different functional areas. When the colonel's promotion board meets, the question will be "If we promote this person, how many different jobs can he or she be assigned to?"

"When opportunities knock, it might involve a sacrifice. Be prepared for tough decisions -- that may go with high-value rewards (i.e., increased promotional potential)."

"Work hard at the job you're doing -- recognition will automatically follow."

"Washington level assignments are crucial to career progression in the Admin career field."

"You must remember that no matter how unpalatable, every job is meaningful. Our daily business supports the operators by performing needed services. Don't be afraid to seek extra duties."

"Take advantage of residence and correspondence courses."

"Two rules of thumb to follow: always work the boss' problems first, and when considering assignments, consider job opportunity first, and geographical location second."

"Success (in promotions) was largely due to career broadening assignments where admin background insured success in other specialties."

"Focus the bulk of your energy and efforts on the job -- the rest will fall into place."

"Be optimistic, exude confidence, advance yourself professionally (PME), insist on quality, Have Fun!"

"Aggressively seek to broaden your experience -- it pays off. Seek and find additional duties as well as different jobs in different commands."

"Always seek to improve your knowledge --- PME and formal education."

"Diversify -- go for challenging jobs."

"To succeed in the Air Force, you should be able to do more than one thing. A good administrator has the opportunity to reach out and do alot for the Air Force. It requires learning the mission, knowing what's going on, and being an integral part of the team. Everyone is looking for dependable, versatile people regardless of career field."

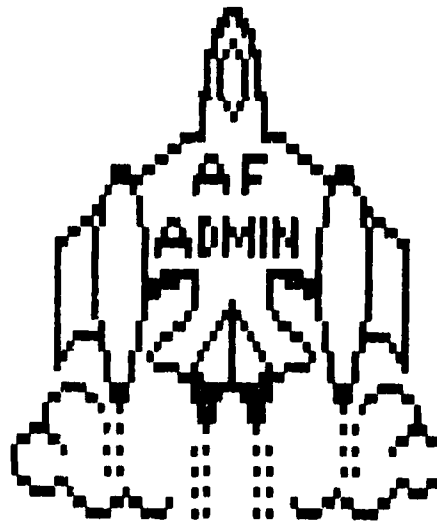
SUMMARY

These real thoughts from real people state the facts. Successful careers are based upon such thoughts. Combine your current job performance with a career objective plan that widens your breadth of experience. Add in your level of responsibility and professional development and you have the ingredients of a successful career.

This chapter has proposed a framework for career progression, and passed along some key thoughts from some people who built successful careers. They did it -- you can too. Start now to build your successful career by following their helpful hints. It will be worth it.

CHAPTER NINE

A LOOK TO THE FUTURE FOR
AF ADMINISTRATION AND YOU



Chapter Nine

A LOOK TO THE FUTURE FOR AF ADMINISTRATION AND YOU

INTRODUCTION

So far in this guide we've looked at developing a career progression guide for you. That obviously can't and shouldn't be accomplished in a vacuum. It needs to be accomplished within the scope of the administration business. Furthermore, your progression should be considered within the scope of administration's development or progression.

The Administration arena is changing. There are two key questions for you: Can you keep pace? Can you lead in the future environment of Air Force Administration? Let's see where Administration is headed, and then you may be able to answer these questions for yourself.

The 1985 Worldwide Air Force Director of Administration Conference, held in September of that year, had as its theme "21st Century Administration: Getting There From Here". The topics discussed at that meeting give us a look into the future, and are important to you for at least two reasons:

a. It will help you plan your career development. (Can you keep pace? Plan on it!)

b. You'll realize Administration is a dynamic career field, filled with interesting challenges to overcome as we move into the 21st Century. (Can you lead AF Administration and other administrators in the future arena?)

Let's look at some of the key personnel and program topics discussed at this conference.

POTENTIAL FUTURE PERSONNEL PROGRAMS

There were three potential personnel programs that were discussed at the September 1985 DA Conference.

Mission Support Squadron (MSS)

This concept develops a new squadron comprised of Social Actions, Base Administration, Family Support Center, Civilian Personnel, Education Office, and Military Personnel. The primary reasons for establishing such an organization include offsetting current and future manpower reductions, a need to shift officer training (at the lieutenant colonel level) from specialist to generalist, and attracting highly qualified field grade officers back to base level. What this will mean to you is additional opportunities to fill a command position. It will also serve as a grooming tool for future base commanders. ATC began testing this concept in late 1985; other MAJCOMs will begin testing in 1986.

Personnel Concept III

Improved service to Personnel's customers via advanced automation and information technology is this program's goal. It's main thrust will be inputting orderly room personnel actions such as AF Form 209X directly into data systems. As of late 1985, approximately 30 personnel processes have been identified for automated input into the personnel data system. This program should dramatically improve productivity by finally moving automation into the orderly room. Limited testing will begin at Lackland AFB, Texas, in the summer of 1986 with the first base-wide prototype to be tested at Mather AFB, California, beginning in October 1986.

Transition of Orderly Rooms to the Personnel Community

Since, as a result of Personnel Concept III, orderly rooms will become more an extension of the CBPO, it seems logical to move the personnel specialty back into the squadrons. Nearly all enlisted 702XOs in orderly rooms will be converted to 732XOs, but they will retain administration AFSCs as a secondary AFSC. However, squadron section commander and administration officer positions will remain 70XX authorizations. You will be hearing more about this in 1986.

FUTURE ADMINISTRATION PROGRAMS

There are several programs either presently being initiated or on the drawing board that will dramatically change the way the Air Force conducts its business. And because the majority of our business is done with various forms of information, administration has to be involved. Rest assured it is involved. Consider these interesting and challenging programs.

Publishing Distribution Office System (PDOS)

In 1980 AF/DA embarked on a program to automate various Air Force Publishing Distribution Center and HQ USAF Publishing Division functions. A system was designed at Bolling AFB, DC, to serve as a prototype using Zenith Z-100 micro computer and associated hardware from the Air Force standard computer contracts. The PDO at Maxwell AFB, Alabama, has been selected as the first post-prototype base to implement PDOS beginning in 1986.

Reprographics Automated Management System (RAMS)

Most MAJCOMS agreed in 1982 that a management information system for the administration functional area was one of the top three automated requirements. Since AFSC/DA had progressed quite far, they were tasked to develop a program for use AF-wide. In the interim, the program AFSC had been using is available for use AF-wide.

Automated Special Orders

Everyone has known for years that the administrative orders process is time consuming and unnecessarily labor intensive. This is especially true concerning the preparation of temporary duty orders. Recent surveys showed many commands are in various stages of developing their own software to automate the process. AF/DA has established an ad hoc working group to study the problem. The Air Force Accounting and Finance Center and AF/LETT (the transportation folks) have been invited to participate since they too have an interest in this important area of our military business.

DA's Role in Office Automation

It is generally accepted that USAF/ST (the systems information folks) are responsible for the technical system

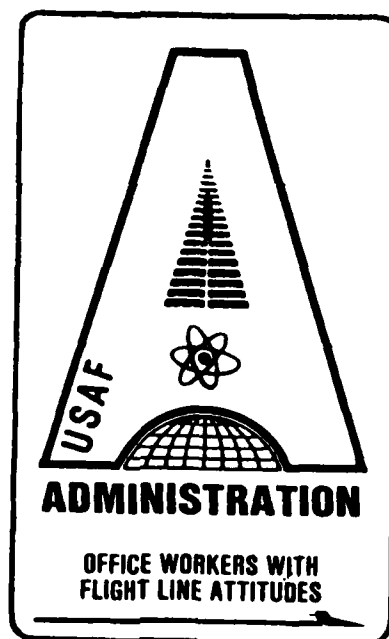
aspects of hardware/software and acquisition and maintenance. DA must and will continue to ensure information (i.e., records management) is handled properly and that users are assisted in defining their system requirements. Therefore the DA must be able to evaluate automated system proposals and determine the impact on functional administration areas such as functional manpower, printing, forms management, commercial activities, etc. AFR 700-Series Regulations (SI is OPR) explain procurement procedures for acquiring hardware. AFR 700-30 (in final draft as of February 1986) will be the basis for identifying systems requirements. Advances in this area will continue to be important into the 21st Century.

SUMMARY

Yes, there IS a lot going on now, and into the 21st Century, in Administration. And you can plan on being a part of it. Are you up to the challenge? Only you can answer that. However a helpful hint is -- begin to prepare now.

CHAPTER TEN

SUMMARY



Chapter Ten

SUMMARY

Well, that's it. Or is it? As you've read this guide you've had the opportunity to learn about and reflect upon what you want to do, and how you can do it within the parameters of the Administration career field. The key pieces to the successful career puzzle are many and varied. Knowing which jobs are available and preparing for them by completing the appropriate administration courses is very important. At the same time you must pursue your professional development by completing PME courses as well as obtaining an advanced academic degree. Of course all of this "schooling" must be interwoven with your continuing career development in the most important job of your career -- the one you have right now. That's right, whatever the job is, the important thing to remember is that success in that job is preparation for more demanding and fulfilling jobs in the future. The basic truth is this: senior supervisors and commanders want people in their organizations who are successful at what they do. The particular career field isn't as important as is the successful person working it. And when the commander needs a special person to work a special project, who gets the nod? You're right -- you the successful professional. And that success leads to OER comments, and they lead to key assignments and promotions.

Speaking of personnel systems, this guide touched on these also. You need to be aware of the assignment and promotion systems and how they work. And you need to work with your personnel expert -- PALACE AD. Use the important Form 90 to state your assignment desires, and talk to those folks so they get to know you, and know you care about your career.

This guide tried to tie together all the necessary pieces of the puzzle in Chapter Eight so that you would have a good overview of what you should consider doing when. And should your current or future supervisor try to convince you that the only way to get ahead is to get out of the Admin career field (maintenance officers tell you to get into maintenance, transportation officers tell you to get into transportation, acquisition officers tell you to get into the acquisition business -- what is this? Does misery love company?), remember

that there are leaders in today's Air Force -- colonels -- who successfully got to that rank through the ADMINISTRATION career field. Yes, you can make O-6 in the Admin career field.

What about job satisfaction? Sufficient varieties and levels (squadron, wing, division, MAJCOM, Air Staff) of jobs exist in administration to meet anyone's tastes. And the ease with which a person can career broaden to gain added experience is an additional incentive to stick with the admin business. What does the future hold? Challenges -- all shapes and sizes. When you consider that 20 years ago an electric typewriter in an admin office was a luxury, it's difficult to grasp where we'll be 20 years from now.. But one thing is certain. The need for timely information to make decisions will be just as acute as ever, and the folks who manage, store, transfer and retrieve information will be on the forward edge of what's happening in the Air Force. And those people are you, the administration managers of the next 20 years.

Well, now you've looked at the opportunities and possibilities. Hopefully you've learned the most important job in the Air Force is the job you have right now. It's important because it will prepare you for your next job. It's also important because it's supporting a specific and necessary mission. Do well there, and you will be rewarded with more responsibility, better jobs, and promotions -- perhaps all the way to O-6! Of course there are no guarantees, but if you don't try there's simply no chance. So give it a good go -- you CAN do it! Good Luck!

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GLOSSARY

AAC	Alaskan Air Command
AAU	Advanced Academic Degree
ACSC	Air Command and Staff College
AD	Air Division
APCC	Air Force Communications Command
AFIT	Air Force Institute of Technology
APLC	Air Force Logistics Command
AFMPC	Air Force Military Personnel Center
AFROTC	Air Force Reserve Officer Training Corps
AFSC	Air Force Specialty Code (i.e., 70XX)
AFSC	Air Force Systems Command
APZ	Above-the-Promotion-Zone
ATC	Air Training Command
AWC	Air War College
ASTRA	Air Staff Training Program
AU	Air University
AWACS	Airborne Warning and Control Systems
BITC	Base Information Transfer Center
BITS	Base Information Transfer System
BMTS	Base Military Training School
BPS	Below-the-Promotion-Zone
CONUS	Continental United States
CY	Calendar Year
DA	Director of Administration
DAFSC	Duty Air Force Specialty Code
DCA	Defense Contracting Agency
DETCO	Detachment Commander
DIA	Defense Intelligence Agency
ESC	Electronics Security Command
EWI	Education-With-Industry
FY	Fiscal Year
IG	Inspector General
IPZ	In-the-Promotion-Zone
ISS	Intermediate Service School
JCS	Joint Chiefs of Staff
LOE	Letter of Evaluation
MAC	Military Airlift Command
MAJCOM	Major Air Command
MSS	Mission Support Squadron
NAP	Numbered Air Force
NATO	North Atlantic Treaty Organization
OAL	Officer Authorization List
ODSD	Overseas Duty Selection Date

CONTINUED

OER	Officer Effectiveness Report
OPR	Office of Primary Responsibility
OTS	Officer Training School
PA	Privacy Act
PACAF	Pacific Air Force
PCS	Permanent Change of Station
PDOS	Publishing Distribution Office System
PLS	Promotion List Service
PME	Professional Military Education
RAMS	Reprographics Automated Management System
SAC	Strategic Air Command
SDA	Special Duty Assignment
SOA	Separate Operating Agency
SOS	Squadron Officer School
SSS	Senior Service School
STRD	Short Tour Return Date
TAC	Tactical Air Command
TAPCSD	Total Active Federal Commissioned Service Date
TDY	Temporary Duty
TOS	Time on Station
TR	Training Report
UCMJ	Uniform Code of Military Justice
USAPA	US Air Force Academy
USAFE	US Air Forces Europe

APPENDIX

PROMOTION POTENTIAL CHECKLIST

Job Performance

___ Am I doing the best possible job in support of my supervisor's goals and objectives?

-- Does my performance merit outstanding remarks, ratings, and indorsements (as applicable) on my OERs, LOEs, and TRs?

-- Does my supervisor know what I'm doing so he/she will be better able to document the various applicable items that follow in this checklist?

Leadership

Do I volunteer to fill competitive leadership positions in staff, operations, and command positions?

Do I volunteer for special programs/assignments which are traditionally predicated on strong leadership potential (i.e., USAFA -Air Officer Commanding; Air Staff Training (ASTRA); ATC Student Squadron Commander; et al)?

Do I readily seek out responsibility, volunteer for special projects, and take an active leadership role whenever possible?

Do I possess integrity, have confidence in my abilities, and demonstrate initiative?

Do I hone my skills in speaking, writing, planning, organizing, and directing?

Am I genuinely concerned for others?

Do I hustle to keep productivity high, while accenting attention to detail with a critical eye for quality?

If I were arrested for having a positive attitude, would I be convicted?

CONTINUED

Professional Competence

Do I demonstrate expertise as a specialist, supervisor, manager, etc. in Administration?

Do I read professional journals, magazines, etc., to keep abreast of Administration in other sectors and activities?

Have I diversified within the Administration utilization field (AFSC's 7024/7016-7034/7046)?

___ Have I career broadened outside of Administration?

___ Do I demonstrate my professionalism by keeping my official photo current, maintaining proper weight/fitness standards, and ensuring correct AFR 35-10 standards?

___ Am I a "professional officer?"

Breadth of Experience

___ Have I diversified in the types of positions I've held and not remained in the same kinds of jobs (i.e., executive officer; Base DA; protocol; Director of Admin; section commander, et al)?

___ Have I taken advantage of highly visible positions which are career enhancing (exec to the Thunderbirds; AFMPC Admin Officer Assignment Team; aide de camp, et al)?

___ Have I held positions at various echelons at appropriate times in my career (Base, AD, NAP, MAJCOM-SOA-DRU, Departmental, Joint, Combined)?

___ Have I avoided "Homesteading" (more than five years in same location) so that I might expand my experience level at different commands and activities?

___ Have I deliberately developed a realistic and flexible strategic career plan to help me realize my reasonable career expectation?

CONTINUED

Job Responsibility

Have my jobs involved an increasing scope of responsibility, exposure, and opportunity to make decisions and manage resources?

-- Do I make the most out of the opportunities my job offers?

Do I seek more responsibility and additional duties (i.e., base exercise evaluation team participant; Project Warrior project officer; Base Combined Federal Campaign officer; et al)?

Are my positions generally known and acknowledged to be demanding, taxing of one's best talents, and everything but "run of the mill" or "eight-to-five" (i.e., commander; joint operations; AFMPC, et al)?

Have I sought out operational warrior jobs such as G70XX, P70XX, and selected special duties (Combat Control Team Leader; AWACS Mission Crew Commander, et al) or career broadening (17XX, 18XX) assignments, thereby demonstrating operational competence?

Academic and Professional Military Education

Have I completed a master's degree--preferably one that is applicable to Administration? (Note: By the time you come up for promotion to major, you will be in the bottom fourth of your peer group, academically speaking, if you don't have a master's degree.)

Have I completed all appropriate PME commensurate with my grade and DOR?

Have I taken sister service or DoD PME to broaden my military perspective?

Have I looked into APIT's master's degree program in Information Resource Management (Education Code: 1AWY) or Education With Industry (EWI) program (Admin System Option) as appropriate for my career plan, to increase my potential for more responsible jobs?

CONTINUED

Specific Achievements

___ Have I received appropriate awards/decorations (APMSM, AFPM, et al) upon completion of normal tours of duty?

___ Have I been selected for special recognition, commensurate with my time-in-service and grade (i.e., Junior Officer of the Quarter; Company Grade Officer of the Year; Professional Performer, etc.)?

___ Have I been selected as an Outstanding Air Force Administrator under the purview of AFR 900-35?

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